

MONTHLY PROGRESS REPORT**CONTRACT NO. EP-D-14-031**

Period of November, 2017

Date of Report:	January 3, 2018
Contractor:	Industrial Economics, Incorporated (IEc)
Task Order Number:	3-008
Task Order Title:	Support for the Office of Air and Radiation
EPA Task Order Project Officer:	Pamela Christian
Estimated Work Completion Date:	09/30/2018
Prepared by:	James Neumann

SUMMARY OF EXPENDITURES

Status at End of Month	Costs	Hours	Hourly Rate
Total Budget for Task Order:	\$128,726.01	629.00	204.65
Expenditures this Period:	\$1,051.61	4.00	262.90
Expenditures in Previous Periods:	\$0.00	0.00	N/A
Total Incurred to Date:	\$1,051.61	4.00	262.90
Balance Remaining to Complete:	\$127,674.40	625.00	
Percentage Completion this Period:	0.82%	0.64%	
Percentage Completion to Date:	0.82%	0.64%	
Anticipated Expenditures Next Month:	\$3,000.00	16.00	

Will costs to be incurred in the next 60 days, when added to all costs previously incurred, exceed 75% of estimated costs for this Task Order?

NO

If yes, will you require additional funds to complete this Task Order?

NO

Part I. Activities Undertaken During Month

Ross Strategic and IEc completed the following activities:

Task 0: Work Plan

- Completed and submitted work assignment work plan

Task 3: Retreat Facilitation and Strategic Planning for the Office of Transportation and Air Quality

- Provided strategic planning and management consulting for the Office Director of OTAQ

- Planned and facilitated OTAQ Senior Leadership Team Retreat on November 8

Task 4: Retreat Facilitation and Strategic Planning for the Office of Atmospheric Programs

- Provided strategic planning and management consulting for the Office Director of OAP

- Planned and facilitated OAP management retreat November 7

Task 5: Retreat Facilitation and Strategic Planning for the Transportation and Climate Division

- Provided strategic planning and management consulting for the Division Director of TCD

- Held coaching sessions with OTAQ managers

- Prepared a final agenda for the 2017 OTAQ Ports Retreat (deliverable 1).

- Prepared for, facilitated, and documented the two-day OTAQ Ports Retreat meeting. Developed a summary of key takeaways and action items and an action item tracking spreadsheet (deliverables 2 and 3).

Task 6: Retreat Facilitation and Strategic Planning for OTAQ's SmartWay Transport Partnership

- Provided strategic planning and management consulting for the SmartWay Center Director

Part II. Deliverables Submitted this Period

- Deliverable 1: 2017 OTAQ Ports Retreat final agenda

- Deliverable 2: 2017 OTAQ Ports Retreat meeting summary

- Deliverable 3: 2017 OTAQ Ports Retreat action items tracking spreadsheet

- Work assignment work plan

Part III. Difficulties Encountered. Remedial Actions Taken. Outstanding Actions Awaiting Authorization

None

Part IV. Activities Anticipated during the Next Month

- Continue providing strategic planning and management consulting support (several tasks)

Part V. Estimate of Substantial Lagging Costs For the Reporting Period

We estimate lagging costs for subcontractor Ross Strategic of \$20,000 and 125 hours for work completed in November as described above.

Part VI. Changes in Personnel

None

MONTHLY PROGRESS REPORT**CONTRACT NO. EP-D-14-031**

Period of December, 2017

Date of Report:	January 15, 2018
Contractor:	Industrial Economics, Incorporated (IEC)
Task Order Number:	3-008
Task Order Title:	Support for the Office of Air and Radiation
EPA Task Order Project Officer:	Pamela Christian
Estimated Work Completion Date:	09/30/2018
Prepared by:	James Neumann

SUMMARY OF EXPENDITURES

Status at End of Month	Costs	Hours	Hourly Rate
Total Budget for Task Order:	\$128,726.01	629.00	204.65
Expenditures this Period:	\$21,456.96	125.70	170.70
Expenditures in Previous Periods:	\$1,051.61	4.00	262.90
Total Incurred to Date:	\$22,508.57	129.70	173.54
Balance Remaining to Complete:	\$106,217.44	499.30	
Percentage Completion this Period:	16.67%	19.98%	
Percentage Completion to Date:	17.49%	20.62%	
Anticipated Expenditures Next Month:	\$5,000.00	30.00	

Will costs to be incurred in the next 60 days, when added to all costs previously incurred, exceed 75% of estimated costs for this Task Order? NO

If yes, will you require additional funds to complete this Task Order? NO

Part I. Activities Undertaken During Month

Ross Strategic and IEC completed the following activities:

Task 3: Retreat Facilitation and Strategic Planning for the Office of Transportation and Air Quality
- Provided strategic planning and management consulting for the Office Director of OTAQ

Task 4: Retreat Facilitation and Strategic Planning for the Office of Atmospheric Programs
- Provided strategic planning and management consulting for the Office Director of OAP

Task 5: Retreat Facilitation and Strategic Planning for the Transportation and Climate Division
- Provided strategic planning and management consulting for the Division Director of TCD
- Held coaching sessions with OTAQ managers

Task 6: Retreat Facilitation and Strategic Planning for OTAQ's SmartWay Transport Partnership
- Provided strategic planning and management consulting for the SmartWay Center Director
- Began planning 2018 SmartWay strategic retreat

Part II. Deliverables Submitted this Period

None

Part III. Difficulties Encountered, Remedial Actions Taken, Outstanding Actions Awaiting Authorization

None

Part IV. Activities Anticipated during the Next Month

- Continue providing strategic planning and management consulting support (several tasks)
- Plan and prepare for 2018 SmartWay strategic retreat

Part V. Estimate of Substantial Lagging Costs For the Reporting Period

We estimate lagging costs for subcontractor Ross Strategic of \$4,000 and 10 hours for work completed in December as described above.

Part VI. Changes in Personnel

None

EPA Contract Number EP-D-14-031

Subcontract Number: 8065-Ross

MONTHLY TECHNICAL PROGRESS REPORT**CONTRACT EP-D-14-031****Period of January 1-January 31, 2018****Date:** February 12, 2018**Contractor:** Ross Strategic**EPA Work Assignment Number:** 3-08**EPA Work Assignment Manager (WAM):** Pamela Christian**Prepared by:** Tom Beierle**SUMMARY OF EXPENSES**

<u>Status at End of Month</u>	<u>Costs</u>	<u>Prof. Hours</u>	<u>Average Rate per Hour</u>
Total Budget for Task Order	\$117,336.46	605.00	\$193.94
Less Expenditures in Previous Months	\$24,063.41	134.75	
Less Expenditures this Period	\$4,343.26	28.25	\$153.74
Total Incurred to Date	\$28,406.67	163.00	\$174.27
Balance Remaining to Complete	\$88,929.79	442.00	\$201.20
Percent Complete this Period	3.70%	4.67%	
Total Percent Completion	24.21%	26.94%	
Anticipated Expenditures Next Period	\$8,605.00	61.00	

Will costs to be incurred in the next 60 days, when added to all costs previously incurred, exceed 75% of estimated costs for this Work Assignment?

____ Yes X No

If yes, will you require additional funds to complete this Work Assignment?

____ Yes ____ No

Part I. Activities Undertaken During Month

Task 1: Facilitation and Communications Support

- No activity

Task 2: Strategic Planning and Management Consulting

- No activity

Task 3: Retreat Facilitation and Strategic Planning for the Office of Transportation and Air Quality

- Provided strategic planning and management consulting for the Office Director of OTAQ

Task 4: Retreat Facilitation and Strategic Planning for the Office of Atmospheric Programs

- Provided strategic planning and management consulting for the Office Director of OAP

Task 5: Retreat Facilitation and Strategic Planning for the Transportation and Climate Division

- Provided strategic planning and management consulting for the Division Director of TCD
- Held coaching sessions with OTAQ managers

Task 6: Retreat Facilitation and Strategic Planning for OTAQ's SmartWay Transport Partnership

- Began planning 2018 SmartWay strategic retreat, including planning calls on January 16 and January 30 and review of survey responses from Center personnel

Task 7: OTAQ Fuels Retreat Facilitation

- No activity

Part II. Deliverables Submitted this Period

- None

Part III. Difficulties Encountered, Remedial Actions Taken, Outstanding Actions Awaiting Authorization

- None

Part IV. Activities Anticipated during the Next Month

- Continue providing strategic planning and management consulting support (several tasks)
- Plan and prepare for 2018 SmartWay strategic retreat

Part V. Estimate of Substantial Lagging Costs for the Reporting Period

- None

Part VI. Changes in Personnel

- None

MONTHLY PROGRESS REPORT
CONTRACT NO. EP-D-14-031
Period of March, 2018

Date of Report: April 17, 2018
Contractor: Industrial Economics, Incorporated (IEC)
Task Order Number: 3-008
Task Order Title: Support for the Office of Air and Radiation
EPA Task Order Project Officer: Pamela Christian
Estimated Work Completion Date: 09/30/2018
Prepared by: James Neumann

SUMMARY OF EXPENDITURES

Status at End of Month	Costs	Hours	Hourly Rate
Total Budget for Task Order:	\$128,726.01	629.00	204.65
Expenditures this Period:	\$2,296.70	12.20	188.25
Expenditures in Previous Periods:	\$31,432.54	167.40	187.77
Total Incurred to Date:	\$33,729.24	179.60	187.80
Balance Remaining to Complete:	\$94,996.77	449.40	
Percentage Completion this Period:	1.78%	1.94%	
Percentage Completion to Date:	26.20%	28.55%	
Anticipated Expenditures Next Month:	\$6,000.00	40.00	

Will costs to be incurred in the next 60 days, when added to all costs previously incurred, exceed 75% of estimated costs for this Task Order? NO

If yes, will you require additional funds to complete this Task Order? NO

Part I. Activities Undertaken During Month

IEC and Ross and Associates completed the following tasks in March

- Work assignment administration tasks

Task 3: Retreat Facilitation and Strategic Planning for the Office of Transportation and Air Quality

- Provided strategic planning and management consulting for the Office Director of OTAQ

Task 4: Retreat Facilitation and Strategic Planning for the Office of Atmospheric Programs

- Provided strategic planning and management consulting for the Office Director of OAP

Task 5: Retreat Facilitation and Strategic Planning for the Transportation and Climate Division

- Provided strategic planning and management consulting for the Division Director of TCD

- Held coaching sessions with OTAQ managers

Task 6: Retreat Facilitation and Strategic Planning for OTAQ's SmartWay Transport Partnership

- Completed planning for Smartway 2018 retreat, including planning calls on March 2, 8, and 13

- Facilitated and documented 2018 SmartWay strategic retreat

Part II. Deliverables Submitted this Period

- Final SmartWay 2018 Retreat agenda

- Summary of 2018 Retreat group exercise: Engaging Partners and Adding Value

- Mission-critical work portfolio spreadsheet (reflecting mission-critical work identified at retreat)

- Draft Smartway 2018 Retreat summary

Part III. Difficulties Encountered, Remedial Actions Taken, Outstanding Actions Awaiting Authorization

None

Part IV. Activities Anticipated during the Next Month

- Continue providing strategic planning and management consulting support (several tasks)

- Develop final 2018 SmartWay retreat summary based on EPA comments

Part V. Estimate of Substantial Lagging Costs For the Reporting Period

We estimate lagging costs for subcontractor Ross and Associates of approximately \$11,500 and 80 hours for work conducted in March as described above.

Part VI. Changes in Personnel

None

MONTHLY PROGRESS REPORT
CONTRACT NO. EP-D-14-031
Period of April, 2018

Date of Report:	May 17, 2018
Contractor:	Industrial Economics, Incorporated (IEC)
Task Order Number:	3-008
Task Order Title:	Support for the Office of Air and Radiation
EPA Task Order Project Officer:	Pamela Christian
Estimated Work Completion Date:	09/30/2018
Prepared by:	James Neumann

SUMMARY OF EXPENDITURES

Status at End of Month	Costs	Hours	Hourly Rate
Total Budget for Task Order:	\$128,726.01	629.00	204.65
Expenditures this Period:	\$12,354.62	76.20	162.13
Expenditures in Previous Periods:	\$33,729.24	179.60	187.80
Total Incurred to Date:	\$46,083.86	255.80	180.16
Balance Remaining to Complete:	\$82,642.15	373.20	
Percentage Completion this Period:	9.60%	12.11%	
Percentage Completion to Date:	35.80%	40.67%	
Anticipated Expenditures Next Month:	\$3,500.00	16.00	

Will costs to be incurred in the next 60 days, when added to all costs previously incurred, exceed 75% of estimated costs for this Task Order? NO

If yes, will you require additional funds to complete this Task Order? NO

Part I. Activities Undertaken During Month

IEC and Ross and Associates completed the following tasks in March

- Work assignment administration tasks

Task 3: Retreat Facilitation and Strategic Planning for the Office of Transportation and Air Quality

- Provided strategic planning and management consulting for the Office Director of OTAQ

Task 4: Retreat Facilitation and Strategic Planning for the Office of Atmospheric Programs

- Provided strategic planning and management consulting for the Office Director of OAP

Task 5: Retreat Facilitation and Strategic Planning for the Transportation and Climate Division

- Provided strategic planning and management consulting for the Division Director of TCD

- Held coaching sessions with OTAQ managers

Part II. Deliverables Submitted this Period

None

Part III. Difficulties Encountered, Remedial Actions Taken, Outstanding Actions Awaiting Authorization

None

Part IV. Activities Anticipated during the Next Month

- Continue providing strategic planning and management consulting support (several tasks)

- Develop final 2018 SmartWay retreat summary based on EPA comments

Part V. Estimate of Substantial Lagging Costs For the Reporting Period

We estimate lagging costs for subcontractor Ross and Associates of approximately \$1,500 and 6 hours for work conducted in April as described above.

Part VI. Changes in Personnel

None

MONTHLY PROGRESS REPORT
CONTRACT NO. EP-D-14-031
Period of May, 2018

Date of Report:	June 15, 2018
Contractor:	Industrial Economics, Incorporated (IEC)
Task Order Number:	3-008
Task Order Title:	Support for the Office of Air and Radiation
EPA Task Order Project Officer:	Pamela Christian
Estimated Work Completion Date:	09/30/2018
Prepared by:	James Neumann

SUMMARY OF EXPENDITURES

Status at End of Month	Costs	Hours	Hourly Rate
Total Budget for Task Order:	\$128,726.01	629.00	204.65
Expenditures this Period:	\$1,485.47	6.20	239.59
Expenditures in Previous Periods:	\$46,083.86	255.80	180.16
Total Incurred to Date:	\$47,569.33	262.00	181.56
Balance Remaining to Complete:	\$81,156.68	367.00	
Percentage Completion this Period:	1.15%	0.99%	
Percentage Completion to Date:	36.95%	41.65%	
Anticipated Expenditures Next Month:	\$3,500.00	16.00	
Will costs to be incurred in the next 60 days, when added to all costs previously incurred, exceed 75% of estimated costs for this Task Order?			NO
If yes, will you require additional funds to complete this Task Order?			NO

Part I. Activities Undertaken During Month

IEC and Ross and Associates completed the following tasks in March

- Work assignment administration tasks

Task 3: Retreat Facilitation and Strategic Planning for the Office of Transportation and Air Quality
- Provided strategic planning and management consulting for the Office Director of OTAQ

Task 4: Retreat Facilitation and Strategic Planning for the Office of Atmospheric Programs
- Provided strategic planning and management consulting for the Office Director of OAP

Task 5: Retreat Facilitation and Strategic Planning for the Transportation and Climate Division
- Provided strategic planning and management consulting for the Division Director of TCD
- Held coaching sessions with OTAQ managers

Task 6: Retreat Facilitation and Strategic Planning for OTAQ's SmartWay Transport Partnership
- Provided strategic planning and management consulting for the Center Director of the SmartWay Transport Partnership

Part II. Deliverables Submitted this Period

None

Part III. Difficulties Encountered. Remedial Actions Taken. Outstanding Actions Awaiting Authorization

None

Part IV. Activities Anticipated during the Next Month

- Continue providing strategic planning and management consulting support (several tasks)

Part V. Estimate of Substantial Lagging Costs For the Reporting Period

We estimate lagging costs for subcontractor Ross and Associates of approximately \$1,200 and 5 hours for work conducted in April as described above.

Part VI. Changes in Personnel

None

MONTHLY PROGRESS REPORT**CONTRACT NO. EP-D-14-031**

Period of: June, 2018

Date of Report: July 20, 2018
Contractor: Industrial Economics, Incorporated (IEC)
Task Order Number: 3-008
Task Order Title: Support for the Office of Air and Radiation
EPA Task Order Project Officer: Pamela Christian
Estimated Work Completion Date: 09/30/2018
Prepared by: James Neumann

SUMMARY OF EXPENDITURES

Status at End of Month	Costs	Hours	Hourly Rate
Total Budget for Task Order:	\$128,726.01	629.00	204.65
Expenditures this Period:	\$1,801.20	9.20	195.78
Expenditures in Previous Periods:	\$47,569.33	262.00	181.56
Total Incurred to Date:	\$49,370.53	271.20	182.04
Balance Remaining to Complete:	\$79,355.48	357.80	
Percentage Completion this Period:	1.40%	1.46%	
Percentage Completion to Date:	38.35%	43.12%	
Anticipated Expenditures Next Month:	\$3,500.00	16.00	

Will costs to be incurred in the next 60 days, when added to all costs previously incurred, exceed 75% of estimated costs for this Task Order? NO

If yes, will you require additional funds to complete this Task Order? NO

Part I. Activities Undertaken During Month

IEC and Ross and Associates completed the following tasks in March

- Work assignment administration tasks

Task 3: Retreat Facilitation and Strategic Planning for the Office of Transportation and Air Quality

- Provided strategic planning and management consulting for the Office Director of OTAQ

Task 4: Retreat Facilitation and Strategic Planning for the Office of Atmospheric Programs

- Provided strategic planning and management consulting for the Office Director of OAP

Task 5: Retreat Facilitation and Strategic Planning for the Transportation and Climate Division

- Provided strategic planning and management consulting for the Division Director of TCD

- Held coaching sessions with OTAQ managers

Task 6: Retreat Facilitation and Strategic Planning for OTAQ's SmartWay Transport Partnership

- Provided strategic planning and management consulting for the Center Director of the SmartWay Transport Partnership

Part II. Deliverables Submitted this Period

None

Part III. Difficulties Encountered. Remedial Actions Taken. Outstanding Actions Awaiting Authorization

None

Part IV. Activities Anticipated during the Next Month

- Continue providing strategic planning and management consulting support (several tasks)

Part V. Estimate of Substantial Lagging Costs For the Reporting Period

We estimate lagging costs for subcontractor Ross and Associates of approximately \$950 and 5 hours for work conducted in June as described above.

Part VI. Changes in Personnel

None

MONTHLY PROGRESS REPORT
CONTRACT NO. EP-D-14-031
Period through September, 2018

Date of Report: October 29, 2018
Contractor: Industrial Economics, Incorporated (IEC)
Task Order Number: 3-008
Task Order Title: Support for the Office of Air and Radiation
EPA Task Order Project Officer: Pamela Christian
Estimated Work Completion Date: 09/30/2018
Prepared by: Jim Neumann

SUMMARY OF EXPENDITURES

Status at End of Month	Costs	Hours	Hourly Rate
Total Budget for Task Order:	\$128,726.01	629.00	204.65
Expenditures this Period:	\$5,105.11	38.20	133.64
Expenditures in Previous Periods:	\$52,409.64	284.70	184.09
Total Incurred to Date:	\$57,514.75	322.90	178.12
Balance Remaining to Complete:	\$71,211.26	306.10	
Percentage Completion this Period:	3.97%	6.07%	
Percentage Completion to Date:	44.68%	51.34%	
Anticipated Expenditures Next Month:	\$0.00	0.00	

Will costs to be incurred in the next 60 days, when added to all costs previously incurred, exceed 75% of estimated costs for this Task Order? NO

If yes, will you require additional funds to complete this Task Order? NO

Part I. Activities Undertaken During Month

IEC and Ross and Associates completed the following tasks in March

- Work assignment administration tasks

Task 3: Retreat Facilitation and Strategic Planning for the Office of Transportation and Air Quality

- Provided strategic planning and management consulting for the Office Director of OTAQ

Task 4: Retreat Facilitation and Strategic Planning for the Office of Atmospheric Programs

- Provided strategic planning and management consulting for the Office Director of OAP

Task 5: Retreat Facilitation and Strategic Planning for the Transportation and Climate Division

- Provided strategic planning and management consulting for the Division Director of TCD

- Held coaching sessions with OTAQ managers

- Continued preparing for the 2018 Ports Initiative Team Retreat, including:

o Reviewed responses to the pre-retreat surveys for Air Program Managers and Ports team staff. Downloaded response data for EPA and summarized high-level themes from the responses (Del 1).

o Developed an agenda for the 2018 Ports Initiative Team retreat, incorporated comments from OTAQ and the Ports Team and prepared a final version for distribution (Del 2).

o Participated in retreat planning calls with Sarah Froman and Mike Moltzen on 9/13 and 9/27.

o Participated in a Ports Initiative Team call on 9/18 to preview the retreat agenda.

o Planned and prepared icebreakers for each day of the retreat.

o Worked with Rob Schweinfurth to develop a Ports Initiative website scavenger hunt as an interactive retreat activity. Held a call with Rob on 9/24 to discuss key items on the website to highlight.

o Prepared for the 2018 Ports Initiative Retreat (10/2-10/4), including preparing PollEverywhere polls, reviewing and printing final materials.

Task 6: Retreat Facilitation and Strategic Planning for OTAQ's SmartWay Transport Partnership

- Provided strategic planning and management consulting for the Center Director of the SmartWay Transport Partnership.

Part II. Deliverables Submitted this Period

- Del 1: Survey Themes

- Del 2: 2018 Ports Initiative Retreat Agenda

Part III. Difficulties Encountered. Remedial Actions Taken. Outstanding Actions Awaiting Authorization

None

Part IV. Activities Anticipated during the Next Month

None - period of performance has expired

Part V. Estimate of Substantial Lagging Costs For the Reporting Period

We estimate lagging costs for subcontractor Ross and Associates of approximately \$6,000 and 48 hours for work conducted in September as described above.

